T1   Manpower Policy and Guidance (Executive/DOD/Army)
        Force Management (FMS)
        Force Development and Documentation Subcourse (FMS)
        General Officer/Senior Executive Service Force Integration Course
           (GO/SES) (FMS)
        Industrial College of the Armed Forces (ICAF)
        Installation Logistics Management (ALMC)
        Manpower and Force Management (ALMC)
        Sustaining Base Leadership and Management (AMSC)

T2   Army, MACOM, and Installation Mission/Functions and Organizational Structures of TDA and TOE/MTOE Units
        Army Comptrollership Program (SU)
        Combat Development (ALMC)
        Combat and Materiel Development Subcourse (FMS)
        Defense Regional Interservice Support Agreements (ALMC)
        Force Management (FMS)
        Force Development and Documentation Subcourse (FMS)
        Installation Logistics Management (ALMC)

T3   Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure
        Business Process Re-engineering (USDA Graduate School)
        Industrial College of the Armed Forces (ICAF)
        Managing Organizational Change (USDA Graduate School)
        National Security Management Course (SU)
        Organizational Study and Design (USDA Graduate School)
        Personnel Management for Executives- PME I (AMSC)
        Personnel Management for Executives-PME II (AMSC)
        Strategic Planning: GPRA and NPR-Based (USDA Graduate School)

T4   Management Information and Workload Reporting System
        Army Comptrollership Program (SU)
        Force Management (FMS)
        Manpower and Force Management (ALMC)

T5   Systems Interface and Their Affects on Manpower and Equipment
        Action Officer Force Integration (FMS)
        HQ ACPERS Fundamentals (CPOCMA)
        Combat and Materiel Development Subcourse (FMS)
        Force Management (FMS)
        Force Development and Documentation Subcourse (FMS)

T6   Manpower Allocation and Utilization Control Guidelines
        Defense Resources Management (DRMI/NPS)
        HQ ACPERS Fundamentals (CPOCMA)

Manpower and Force Management (ALMC)
Professional Military Comptroller (AUCPD)
Professional Resource Management (SU)
Resource Management Budget (Finance School, U.S. Army)
Sustaining Base Leadership and Management (AMSC)

T7   Manpower Allocation Principles, Policies, Processes, and Procedures Development

Action Officer Force Integration (FMS)
Defense Resources Management (DRMI/NPS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
General Officer/Senior Executive Service Force Integration Course
    (GO/SES) (AFMS)
Installation Logistics Management (ALMC)
Manager Development (AIPD)
Manpower and Force Management (ALMC)
Resource Management Budget (Finance School, U.S. Army)
Sustaining Base Leadership and Management (AMSC)

T8   Manpower Allocation Rules and Workload Factors Utilization

Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)
Professional Resource Management (SU)

T9   Commercial Activities (CA) Program and Other Contracting Out Programs

Basic Contract Administration (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Defense Regional Interservice Support Agreements (ALMC)
Force Management (FMS)
Introduction to Government Contracting (USDA Graduate School)
Manpower and Force Management (ALMC)
Professional Military Comptroller (AUCPD)
Professional Resource Management (SU)
Writing Better Statements of Work (USDA Graduate School)

T10   Efficiency Review and Productivity Programs

Accounting for Non-Accountants (USDA Graduate School)
Activity-Based Costing (USDA Graduate School)
Basic Contract Administration (USDA Graduate School)
Basic Cost Accounting Concepts (USDA Graduate School)
Basic Statistics (USDA Graduate School)

Benchmarking for Government Organizations (USDA Graduate School)
Budget Analysis Workshop (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Data Collection and Analysis (USDA Graduate School)
Defense Regional Interservice Support Agreements (ALMC)
Manpower and Force Management (ALMC)
Performance Measurement: Efficiency, Quality and Timeliness (USDA Graduate School)
Planning, Programming, Budgeting, and Execution System (Finance School, U.S. Army)
Writing Better Statements of Work (USDA Graduate School)

T11   Budget Preparation and Submission Procedures and Processes
Accounting for Non-Accountants (USDA Graduate School)
Activity-Based Costing (USDA Graduate School)
Army Comptrollership Program (SU)
Budget Formulation (USDA Graduate School)
Budget Justification and Presentation (USDA Graduate School)
Defense Resource Management (DRMI/NPS)
Federal Budget Process (USDA Graduate School)
Force Management (FMS)
Introduction to Defense Financial Management (ALMC)
Introduction to Federal Budgeting (NISC-USDA Graduate School)
Introduction to Financial Management (USDA Graduate School)
Introduction to Risk Assessment (USDA Graduate School)
Performance Measurement and Budgeting (USDA Graduate School)
Planning, Programming, Budgeting, and Execution System (Finance School, U. S. Army)
Professional Military Comptroller (AUCPD)
Professional Resource Management (SU)
Resource Management Budget (Finance School, U. S. Army)
Sustaining Base Leadership and Management (AMSC)

T12   Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations
Action Office Force Integration (FMS)
Activity-Based Costing (USDA Graduate School)
Army Comptrollership Program (SU)
Army War College
Combat and Materiel Development Subcourse (FMS)
Defense Regional Interservice Support Agreements (ALMC)
Defense Resources Management (DRMI/NPS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)

Industrial College of the Armed Forces (ICAF)
Manpower and Force Management (ALMC)
MANPRINT Action Officer (ALMC)
Planning, Programming, Budgeting, and Execution (Finance School, U. S. Army)
Professional Military Comptrollership (AUCPD)
Professional Resource Management (SU)
Resource Management Budget (Finance School, U. S. Army)
Sustaining Base Leadership and Management (AMSC)

T13   Manpower Requirements Determination Program
Basic Contract Administration (USDA Graduate School)
Basic Cost Accounting Concepts (USDA Graduate School)
Basic Statistics (USDA Graduate School)
Benchmarking for Government Organizations (USDA Graduate School)
Budget Analysis Workshop (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Data Collection and Analysis (USDA Graduate School)
Force Management (FMS)
Manpower and Force Management (ALMC)
Sustaining Base Leadership and Management (AMSC)

T14   Knowledge of Standard Application, Maintenance, and Documentation Procedures

T15   Work Center Description Preparation and Validation; and Selection/Definition of Workload Factors and Work Units

T16   Army Functional Dictionary and Standard Work Center Codes and Definitions
Force Management (FMS)
Professional Resource Management (SU)

T17   Statistical and Quantitative Analysis, Operations Research, and Management/Industrial Engineering Techniques
Army Comptrollership Program (SU)
Basic Statistics (USDA Graduate School)
Data Collection and Analysis (USDA Graduate School)
Defense Resources Management (DRMI/NPS)
Introduction to Defense Financial Management (ALMC)
Management Analysis: Data Gathering (USDA Graduate School)
Management Analysis: Planning (USDA Graduate School)
Management Analysis: Statistical Review (USDA Graduate School)

Strategic Planning: GPRA and NPR-Based (USDA Graduate School)

T18 Work Measurement Techniques (e.g., Engineered Time Studies, Work Sampling, Operational Audit, Functional Models)
Basic Statistics (USDA Graduate School)
Data Collection and Analysis (USDA Graduate School)
Management Analysis: Data Gathering (USDA Graduate School)
Management Analysis: Planning (USDA Graduate School)
Management Analysis: Statistical Review (USDA Graduate School)
Strategic Planning: GPRA and NPR-Based (USDA Graduate School)

T19 Manpower Survey Program
Force Management (FMS)
Introduction to Government Contracting (USDA Graduate School)

T20 Staffing Guides Maintenance and Application

T21 Planning, Programming, Budgeting, and Execution System (PPBES)
Accounting for Non-Accountants (USDA Graduate School)
Action Office Force Management (FMS)
Activity-Based Costing (USDA Graduate School)
Budget Analysis Workshop (USDA Graduate School)
Budget Execution (USDA Graduate School)
Budget Formulation (USDA Graduate School)
Budget Justification and Presentation (USDA Graduate School)
Defense Resources Management (DRMI/NPS)
Federal Budget Process (USDA Graduate School)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Introduction to Defense Financial Management (ALMC)
Introduction to Federal Budgeting (NISC-USDA Graduate School)
Introduction to Financial Management (USDA Graduate School)
Manager Development (AIPD)
Manpower and Force Management (ALMC)
National Security Management Course (SU)
Performance Measurement and Budgeting (USDA Graduate School)
Planning, Programming, Budgeting, and Execution (Finance School, U. S. Army)
Professional Resource Management (SU)
Resource Management Budget (Finance School, U. S. Army)
Strategic Planning: GPRA and NPR-Based (USDA Graduate School)
Sustaining Base Leadership and Management (AMSC)

T22   Authorization and Documentation Systems
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)

T23   TOE /BOIP/MTOE/TDA Review and Analysis Techniques
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)

T24   Department of Army Program Budget Guidance Development
Accounting for Non-Accountants (USDA Graduate School)
Activity-Based Costing (USDA Graduate School)
Basic Cost Accounting Concepts (USDA Graduate School)
Army Comptrollership Program (SU)
Budget Analysis Workshop (USDA Graduate School)
Budget Formulation (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Introduction to Defense Financial Management (ALMC)
Manpower and Force Management (ALMC)
Planning, Programming, Budgeting, and Execution System (Finance
        School, U.S. Army)
Professional Resource Management (SU)
Resource Management Budget (Finance School, U. S. Army)

T25   Command Program Budget Document Development and Processing
Basic Cost Accounting Concepts (USDA Graduate School)
Budget Analysis Workshop (USDA Graduate School)
Budget Justification and Presentation (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Performance Measurement and Budgeting (USDA Graduate School)
Manpower and Force Management (ALMC)
Resource Management Budget (Finance School, U. S. Army)

T26   Army Appropriation and Account Structure
Accounting for Non-Accountants (USDA Graduate School)

Activity-Based Costing (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)
Planning, Programming, Budgeting, and Execution System (Finance
    School, U. S. Army)
Professional Resource Management (SU)
Resource Management Budget (Finance School, U. S. Army)

T27 Force Structure Analysis and Approval Process
Action Officer Force Integration (FMS)
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
General Officer/Senior Executive Service Force Integration Course
    (GO/SES) (AFMS)
Introduction to Risk Assessment (USDA Graduate School)
Manpower and Force Management (ALMC)
Planning, Programming, Budgeting, and Execution System (Finance
    School, U. S. Army)

T28 Manpower and Force Structure Information Systems
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)
MANPRINT Action Officer (ALMC)

T29 Total Army Analysis (TAA) Process
Action Officer Force Integration (FMS)
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Introduction to Risk Assessment (USDA Graduate School)
Manpower and Force Management (ALMC)
National Security Management Course (SU)
Sustaining Base Leadership and Management (AMSC)

T30 Systems/Materiel Acquisition and Fielding Process
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)

Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
MANPRINT Action Officer (ALMC)

T31   Requirements Determination Process
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)

T32   BOIP
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)

T33   Manpower Requirements Criteria Program
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
MANPRINT Action Officer (ALMC)

T34   Consolidated TOE Update (CTU)
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)

T35   Policies and Procedures for Position Conversions, Grade and Specialty Code Changes, Special Skill Requirements
Combat Development (ALMC)

T36   Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Defense Regional Interservice Support Agreements (ALMC)
Defense Resources Management (DRMI/NPS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
General Officer/Senior Executive Service Force Integration Course
    (GO/SES) (AFMS)
Industrial College of the Armed Forces (ICAF)

Introduction to Risk Assessment (USDA Graduate School)
National Security Management Course (SU)
Sustaining Base Leadership and Management (AMSC)

T37 Manpower Requirements Determination for TOEs
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Manpower and Force Management (ALMC)
Sustaining Base Leadership and Management (AMSC)

T38 Requirements Systems (TOE, BOIP)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)

T39 TOE Development Policy, Programs, and Processes to Include Analytical Procedures
Combat Development (ALMC)

T40 Army Type Classification Policy and Procedures
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
MANPRINT Action Officer (ALMC)

T41 Processing and Use of Line Item Number (LIN) Data
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
MANPRINT Action Officer (ALMC)

T42 Force Design Update (FDU)
Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
Planning, Programming, Budgeting, and Execution System (Finance
      School, U. S. Army)

T43 Battlefield Concepts of Operation and Interoperability Dependency of TOE Units in Theater Operations
Army War College (AWC)

Combat Development (ALMC)
MANPRINT Action Officer (ALMC)
National War College (NWC)
Sustaining Base Leadership and Management (AMSC)

T44   Equipment Requirement, Authorization, and Utilization Policies and Procedures

Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
MANPRINT Action Officer (ALMC)

T45   Equipment Survey Policies and Procedures

Combat Development (ALMC)
Combat and Materiel Development Subcourse (FMS)
Force Management (FMS)
Force Development and Documentation Subcourse (FMS)
MANPRINT Action Officer (ALMC)

T46   Army Cataloging System

Combat Development (ALMC)
MANPRINT Action Officer (ALMC)

T47   Automated Information Management Systems (e.g., Systems Capability, Operating a Personal Computer (PC), Accessing Data Bases, Creating and Manipulating Data Files through Integrated Software Packages)

T48   The Federal Position Management and Classification Standards, Position Review, (AR 690-500, Chapter 501)

Basic Position Classification (USDA Graduate School)
Executive Leadership Program for Mid-Level Employees (Leadership
    Development Academy, USDA Graduate School)
Introduction to Human Resource Management (USDA)
Introduction to Human Resource Management for Supervisors (NISC,
    USDA Graduate School)
Introduction to Supervision (Correspondence Course)
Position Classification for Supervisors and Administrative Staff (USDA
    Graduate School)
Position Management (USDA Graduate School)
Supervisor Development (Correspondence Course) (AIPD)

T49   Management-Employee Relations, Includes Absence and Leave Regulations, Adverse Action Procedures, Grievance and Appeal Procedures, Disciplinary Procedures, Awards, and Labor/Union Relations

Adverse and Performance-Based Actions (USDA Graduate School)

Employee Performance and Conduct Problems (USDA Graduate School)
Executive Leadership Program for Mid-level Employees (Leadership
    Development Academy, USDA Graduate School)
Introduction to Human Resource Management (USDA)
Introduction to Human Resource Management for Supervisors (NISC,
    USDA Graduate School)
Introduction to Supervision (Correspondence Course)
Labor Relations for Supervisors and Managers (USDA Graduate School)
Managing Attendance and Leave for Supervisors (NISC, USDA Graduate
    School)
Solving Performance and Conduct Problems (NISC, USDA Graduate
    School)
Supervisor Development (Correspondence Course) (AIPD)

T50   **Supervisory Responsibilities in Federal EEO (e.g., Affirmative Action Requirements, Avoidance of Disparate Treatment, Prohibited Personnel Practices)**

EEO for Supervisors and Managers (USDA Graduate School)
EEO—Its Place in the Federal Government (NISC, USDA Graduate
    School)
Executive Leadership Program for Mid-Level Employees (Leadership
    Development Academy, USDA Graduate School)
Introduction to Human Resource Management (USDA)
Introduction to Human Resource Management for Supervisors (NISC,
    USDA Graduate School)
Introduction to Supervision (Correspondence Course)
Supervisor Development (Correspondence Course) (AIPD)

T51   **Federal Merit Promotion/Internal Placement Procedures. Includes Vacancy Announcements, Reinstatement Eligible (AR 690-300 and AR 690-335-1) and the Effects of Special Placement programs (e.g., Priority Placement Program (PPP), Military Spouse Preference, Handicap Program) on these Procedures**

Executive Leadership Program for Mid-Level Employees (Leadership
    Development Academy, USDA Graduate School)
Introduction to Human Resource Management (USDA)
Introduction to Human Resource Management for Supervisors (NISC,
    USDA Graduate School)
Introduction to Supervision (Correspondence Course)
Supervisor Development (Correspondence Course) (AIPD)

T52   **Employee Development: Performance Appraisal, Performance and Career Counseling (Preparation of Plans for Employee Development, Performance Feedback, Guidance, Review, Goal Setting, and Development of Performance Standards in Accordance with AR 690-400, Chapter 430)**

Developing and Implementing Performance Standards (USDA Graduate

School)
Executive Leadership Program for Mid-Level Employees (Leadership
　　　Development Academy, USDA Graduate School)
Improving Employee Performance (NISC, USDA Graduate School)
Introduction to Human Resource Management (USDA)
Introduction to Human Resource Management for Supervisors (NISC,
　　　USDA Graduate School)
Introduction to Supervision (Correspondence Course)
Supervisor Development (Correspondence Course) (AIPD)

P1　　Direct Work Activities

Defense Leadership and Management Program (OSD)
Executive Leadership Program for Mid-Level Employees (Leadership
　　　Development Academy, USDA Graduate School)
Harvard University Program for Senior Executive Fellows (Harvard)
Intern Leadership Development (CAL)
Introduction to Supervision (Correspondence Course)
Leadership: Change, Challenge, and Empowerment (USDA Graduate
　　　School)
Leadership Development Program (CCL)
Leadership Education and Development (Local commands)
Leadership for a Democratic Society (FEI)
Management Decision Making and Problem Solving (USDA Graduate
　　　School)
Management Functions and Techniques (USDA Graduate School)
Manager Development (AIPD)
Managing Organizational Change (USDA Graduate School)
Organizational Leadership for Executives (CAL)
Supervisor Development (Correspondence Course) (AIPD)
Team Leadership Essentials (USDA Graduate School)

P2　　Plan and Organize

Action Officer Development Course (AIPD)
Advanced Resource Management (SU)
Basic Contract Administration (USDA Graduate School)
Basic Cost Accounting Concepts (USDA Graduate School)
Benchmarking for Government Organizations (USDA Graduate School)
Budget Analysis Workshop (USDA Graduate School)
Business Process Re-engineering (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Defense Leadership and Management Program (OSD)
Defense Regional Interservice Support Agreements (ALMC)
Defense Resources Management (DRMI/NPS)
Executive Leadership Program for Mid-Level Employees (Leadership

Development Academy, USDA Graduate School)
Force Management (FMS)
Fundamentals of Writing (USDA Graduate School)
Harvard University Program for Senior Executive Fellows (Harvard)
Intern Leadership Development (CAL)
Introduction to Government Contracting (USDA Graduate School)
Introduction to Federal Budgeting (NISC-USDA Graduate School)
Introduction to Financial Management (USDA Graduate School)
Introduction to Program Evaluation (USDA Graduate School)
Leadership: Change, Challenge, and Empowerment (USDA Graduate School)
Leadership Education and Development (Local commands)
Leadership for a Democratic Society (FEI)
Management Decision Making and Problem Solving (USDA Graduate School)
Management Functions and Techniques (USDA Graduate School)
Manager Development (AIPD)
Managing Organizational Change (USDA Graduate School)
Organizational Leadership for Executives (CAL)
Organizational Study and Design (USDA)
Performance Measurement: Efficiency, Quality, and Timeliness (USDA Graduate School)
Professional Military Comptroller (AUCPD)
Professional Resource Management (SU)
Project Management (USDA Graduate School)
Strategic Planning: GPRA and NPR-Based (USDA Graduate School)
Stress Management (USDA Graduate School)
Sustaining Base Leadership and Management (AMSC)
Team Leadership Essentials (USDA Graduate School)

P3   Human Relations

Advanced Briefing Techniques (USDA Graduate School)
Army Comptrollership Program (SU)
Basic Communication Skills (USDA Graduate School)
Briefing Techniques (USDA Graduate School)
Business Process Re-engineering (USDA Graduate School)
Dealing with Workplace Negativity (USDA Graduate School)
Defense Leadership and Management Program (OSD)
Defense Resources Management (DRMI/NPS)
Executive Leadership Course (ELC)
Employee Performance and Conduct Problems (USDA Graduate School)
Executive Leadership Program for Mid-Level Employees (Leadership Development Academy, USDA Graduate School)
Harvard University Program for Senior Executive Fellows (Harvard)
Improving Employee Performance (NISC, USDA Graduate School)
Intern Leadership Development (CAL)

Interpersonal Communications (USDA Graduate School)
Introduction to Supervision (Correspondence Course)
Leadership: Change, Challenge, and Empowerment (USDA Graduate School)
Leadership Development Program (CCL)
Leadership Education and Development (Local commands)
Leadership for a Democratic Society (FEI)
Management Analysis: Data Gathering (USDA Graduate School)
Management Decision Making and Problem Solving (USDA Graduate School)
Management Functions and Techniques (USDA Graduate School)
Manager Development (Correspondence Course) (AIPD)
Managing Organizational Change (USDA Graduate School)
Organizational Leadership for Executives (CAL)
Organizational Study and Design (USDA)
Personnel Management for Executives-PME I (AMSC)
Personnel Management for Executives-PME II (AMSC)
Positive Approaches to Difficult People (USDA Graduate School)
Professional Resource Management (SU)

Solving Performance and Conduct Problems (NISC, USDA Graduate School)
Stress Management (USDA Graduate School)
Supervisor Development (Correspondence Course) (AIPD)
Sustaining Base Leadership and Management (AMSC)
Team Leadership Essentials (USDA Graduate School)
Understanding Human Behavior (USDA Graduate School)

P4   Analyze

Accounting for Non-Accountants (USDA Graduate School)
Action Officer Development Course (AIPD)
Activity-Based Costing (USDA Graduate School)
Army Comptrollership Program (SU)
Basic Contract Administration (USDA Graduate School)
Basic Cost Accounting Concepts (USDA Graduate School)
Benchmarking for Government Organizations (USDA Graduate School)
Budget Analysis Workshop (USDA Graduate School)
Business Process Re-engineering (USDA Graduate School)
Cost Analysis (USDA Graduate School)
Cost and Price Analysis (USDA Graduate School)
Cost Benefit Analysis Workshop (USDA Graduate School)
Defense Leadership and Management Program (OSD)
Defense Regional Interservice Support Agreements (ALMC)
Defense Resources Management (DRMI/NPS)
Developing and Implementing Performance Standards (USDA Graduate School)

Executive Leadership Program for Mid-Level Employees (Leadership Development Academy, USDA Graduate School)
Harvard University Program for Senior Executive Fellows (Harvard)
Introduction to Government Contracting (USDA Graduate School)
Introduction to Federal Budgeting (NISC-USDA Graduate School)
Introduction to Financial Management (USDA Graduate School)
Introduction to Program Evaluation (USDA Graduate School)
Introduction to Risk Assessment (USDA Graduate School)
Leadership: Change, Challenge, and Empowerment (USDA Graduate School)
Management Analysis: Data Gathering (USDA Graduate School)
Management Analysis: Planning (USDA Graduate School)
Management Analysis: Statistical Review (USDA Graduate School)
Management Decision Making and Problem Solving (USDA Graduate School)
Management Functions and Techniques (USDA Graduate School)
Manager Development (AIPD)
Managing Organizational Change (USDA Graduate School)
MANPRINT Action Officer (ALMC)
National Security Management Course (SU)
Organizational Leadership for Executives (CAL)
Organizational Study and Design
Performance Measurement: Efficiency, Quality and Timeliness (USDA Graduate School)
Personnel Management for Executives-PME I (AMSC)
Personnel Management for Executives-PME II (AMSC)
Planning, Programming, Budgeting, and Execution System (Finance School, U. S. Army)
Professional Military Comptroller (AUCPD)
Professional Resource Management (SU)
Project Management (USDA Graduate School)
Report Writing (USDA Graduate School)
Resource Management Budget (Finance School, U. S. Army)
Strategic Planning: GPRA and NPR-Based (USDA Graduate School)
Supervisor Development (Correspondence Course) (AIPD)
Team Leadership Essentials (USDA Graduate School)

P5   Communicate Orally

Action Officer Development Course (AIPD)
Advanced Briefing Techniques (USDA Graduate School)
Army Comptrollership Program (SU)
Army War College
Basic Communication Skills (USDA Graduate School)
Briefing Techniques (USDA Graduate School)
Communicating for Results (USDA Graduate School)
Defense Leadership and Management Program (OSD)

Defense Resources Management (DRMI/NPS)
Developing and Implementing Performance Standards (USDA Graduate
　　　School)
Effective Communication with Customers (USDA Graduate School)
Executive Leadership Course (ELC)
Executive Leadership Program for Mid-Level Employees (Leadership
　　　Development Academy, USDA Graduate School)
Harvard University Program for Senior Executive Fellows (Harvard)
Industrial College of the Armed Forces (ICAF)
Intern Leadership Development (CAL)
Interpersonal Communications (USDA Graduate School)
Leadership Education and Development (Local commands)
Leadership for a Democratic Society (FEI)
Management Analysis: Data Gathering (USDA Graduate School)
Managing Organizational Change (USDA Graduate School)
Organizational Leadership for Executives (CAL)
Personnel Management for Executives-PME I (AMSC)
Personnel Management for Executives-PME II (AMSC)
Professional Resource Management (SU)
Sustaining Base Leadership and Management (AMSC)

P6　　Write

Action Officer Development Course (AIPD)
Advanced Briefing Techniques (USDA Graduate School)
Army Comptrollership Program (SU)
Army War College
Basic Communication Skills (USDA Graduate School)
Briefing Techniques (USDA Graduate School)
Clear Writing through Critical Thinking (USDA Graduate School)
Defense Leadership and Management Program (OSD)
Developing and Implementing Performance Standards (USDA Graduate
　　　School)
Effective Writing (USDA Graduate School)
Executive Leadership Course (ELC)
Executive Leadership Program for Mid-Level Employees (Leadership
　　　Development Academy, USDA Graduate School)
Fundamentals of Writing (USDA Graduate School)
Industrial College of the Armed Forces (ICAF)
Management Analysis: Data Gathering (USDA Graduate School)
Professional Resource Management (SU)
Report Writing (USDA Graduate School)
Sustaining Base Leadership and Management (AMSC)
Technical Writing (USDA Graduate School)
Writing Better Statements of Work (USDA Graduate School)

P7   Innovate

> Action Officer Development Course (AIPD)
> Advanced Resource Management (SU)
> Army Comptrollership Program
> Benchmarking for Government Organizations (USDA Graduate School)
> Business Process Re-engineering (USDA Graduate School)
> Defense Leadership and Management Program (OSD)
> Executive Leadership Program for Mid-Level Employees (Leadership
>   Development Academy, USDA Graduate School)
> Harvard University Program for Senior Executive Fellows (Harvard)
> Introduction to Supervision (USDA Graduate School)
> Introduction to Supervision (Correspondence Course)
> Leadership: Change, Challenge, and Empowerment (USDA Graduate
>   School)
> Leadership Development Program (CCL)
> Management Analysis: Data Gathering (USDA Graduate School)
> Management Analysis: Planning (USDA Graduate School)
> Management Decision Making and Problem Solving (USDA Graduate
>   School)
> Management Functions and Techniques (USDA Graduate School)
> Manager Development (AIPD)
> Managing Organizational Change (USDA Graduate School)
> Organizational Leadership for Executives (CAL)
> Organizational Study and Design
> Professional Resource Management (SU)
>
> Team Leadership Essentials (USDA Graduate School)

P8   Initiate Action

> Action Officer Development Course (AIPD)
> Benchmarking for Government Organizations (USDA Graduate School)
> Creating the Learning Organization (USDA Graduate School)
> Defense Leadership and Management Program (OSD)
> Executive Leadership Program for Mid-Level Employees (Leadership
>   Development Academy, USDA Graduate School)
> Harvard University Program for Senior Executive Fellows (Harvard)
> Intern Leadership Development (CAL)
> Leadership Education and Development (Local commands)
> Leadership for a Democratic Society (FEI)
> Management Decision Making and Problem Solving (USDA Graduate
>   School)
> Management Functions and Techniques (USDA Graduate School)
> Managing Organizational Change (USDA Graduate School)
> Project Management (USDA Graduate School)
> Senior Executive Leadership Course (SEL)